

Dean's Memo

Faculty of Commerce & Administration

April 11, 1973

Volume 1, Issue 4

Dear Colleagues:

In this issue of the Dean's Memo I would like to call your attention to three specific documents which have been generated by various members of our faculty.

- I The SGWU/Loyola merger agreement for the new Faculty of Commerce and Administration.
 - II The revised role description for Departmental Chairmen (a proposed experiment in organizational development)..
 - III Procedures for performance evaluations for salary and promotions decisions.
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I) On Friday, March 30, 1973 the Commerce Faculties of Sir George Williams University and Loyola simultaneously endorsed a document that was prepared and submitted by the Joint Committee of the two Faculties. (Attachment #1). The document specifies the details of the organizational structure and the expected operation of the New Faculty during the transition years of 1973/74 and 1974/75. During this period it is expected that the total integration of the two Faculties will be accomplished.

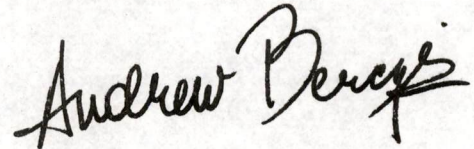
I do want to call your attention to the fact that if everything proceeds on schedule, by September 1, 1973 we will have one common Faculty Council as well as one common Undergraduate Curriculum Committee. This means that both Faculties must tie up the loose ends between now and the end of August. We must process the pending issues presently in front of Council so that the New Council could start with a clean mandate without a backlog of business items carried forward from previous academic years.

II) You will also find attached a document prepared by a sub-committee (Professors Dhawan, Dickie and Pitsiladis) of the Advisory Committee for the selection of the Chairman of the Department of Management (Attachment #2). This document was approved by the Advisory Committee as an instrument describing the expectations of the Advisory Committee with regard to the role and duties of the Department Chairman in the Department of Management. It was clearly identified as an experiment in organizational development, but all members of this committee felt that this experiment is justified. At this point, the experiment is restricted to the Management Department, but should any other department and Department Chairman feel that the mode of operation specified in this document is more appropriate for their department than the one presently in use, these parties certainly should feel free to adopt the specifications listed either in part or in full. The need for cooperation among the members of the department is quite obvious under the proposed scheme and the success or failure of this experiment is totally dependent on the unanimous support of the members of the Management Department.

I am submitting this document to you for your information only and ask you to consider it as a possible vehicle to make the operation of our departments more efficient and effective. With all fairness, some of our departments have already been operating along the lines defined in this paper but for some departments this document will seem as a distinct alternative to the present mode of operation.

III) As you know, each Spring, the Departmental Chairmen and the Dean are charged with the responsibility of reviewing all personnel for salary increases, adjustments and promotions. In the past, this process was fairly ad hoc - some departments followed a systematic and structured procedure, while others did not even schedule specific interviews. I always felt that the establishment of a systematic and consistent performance review within the whole faculty is absolutely necessary if we aim to maintain justice and equity. Therefore, I asked Professors Ashour, Markland and West to form a task force and prepare a position paper. The attached document

(attachment #3) is the result of their deliberations. It is published in the Dean's Memo for your consideration and comments; should there appear to be general acceptance of the principles and the routine that is described in the document, it will become effective next month and will be applied in the personnel review process that is to be completed during the month of May.

A handwritten signature in black ink, reading "Andrew Berczi". The signature is written in a cursive style with a large, stylized initial 'A' and a long, sweeping underline.

Andrew Berczi
Dean
Faculty of Commerce
and Administration

MEMORANDUM OF THE JOINT COMMITTEE OF THE FACULTIES OF COMMERCE AND
ADMINISTRATION OF SIR GEORGE/LOYOLA REGARDING THE NECESSARY PLANNING
TO IMPLEMENT ARRANGEMENTS FOR A NEW FACULTY OF COMMERCE AND ADMINISTRATION

Preamble:

The Boards of Sir George Williams and Loyola approved a document entitled: "A Model for the New University" in late November, and soon afterwards Dr. J.W. O'Brien, Principal of Sir George Williams and Very Reverend P.G. Malone, S.J., President of Loyola formally requested the Faculties to undertake the necessary planning to implement the arrangements set out for the New Faculty of Commerce and Administration.

A number of exploratory informal meetings took place between the two Deans and the Department Chairmen and a "social get together" for the two Faculties was arranged at Sir George Williams that proved to be very successful. The friendly and cooperative atmosphere of that meeting paved the way to the successful business meetings that followed.

Consequent to that "social get together", Dean Berczi of Sir George Williams and Dean Bessner of Loyola decided to set up a Joint Committee whose objective would be to identify the potential problem areas affecting the implementation of the merger of the two Faculties and generate recommendations for the resolution of these problems. This Joint Committee consisted of three people from each Faculty: Professors Berczi, Kirpalani and Tutsch from Sir George and Professors Bessner, Boyle and MacDonald from Loyola. The intention of this Joint Committee was to report back to both Faculties by April, and seek the endorsement of its proposals by both Faculty Councils in May. The following set of recommendations of the Faculty Joint Committee will serve this purpose and is to be considered as the "working paper" of that Committee.

Having successfully completed that preliminary task the Committee recognizes that some further details are still to be worked out between the two faculties before the merger can be fully implemented, but the Faculty Joint Committee has no doubt that these details will be worked out to the complete satisfaction of faculty members on both campuses.

Recommendations:

During its deliberations, the Committee recognized that there may be a need and sufficient demand for two types of programs to be offered on both campuses by the New Faculty, namely: a more structured "professional" type of program and a less structured "liberal" type of program. By establishing such a set of offerings, faculty members who are philosophically committed to either approach will see their goals materialize. Thus we recommend that the Curriculum Committee of the New Faculty seriously consider the establishment of two undergraduate degrees. While it is not expected that the operation of either campus will be significantly different in the 1973/74 academic year, it is expected that the Curriculum Committee of the New Faculty Council would start to review the curricula offered on both campuses as soon as possible.

The following items were discussed by the Faculty Joint Committee and were unanimously agreed upon:

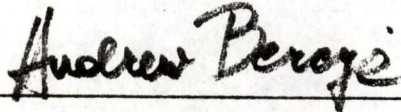
1. Members of the Faculty of Commerce at Loyola will declare themselves as to their field of expertise (the labels to correspond with one of the five departments of the New University) and consequently will join one of the five departments (i.e. Accountancy, Finance, Management, Marketing, Quantitative Methods).
2. The Chairmen of the five departments listed under Item 1 who are presently serving as Chairmen at Sir George Williams will continue as Chairmen in the New Faculty until their regular term of office has expired or they have been relieved of their position.
3. The Dean of the Faculty of Commerce and Administration at Sir George Williams and the two Assistant Deans will assume the same positions in the New University and will continue to act in this capacity until their regular term of office has expired or they have been relieved of their position.
4. An Associate Dean of Commerce and Administration will be appointed from the Faculty at Loyola campus who will be responsible for coordinating and carrying out the present Day and Evening programs on the Loyola campus for the academic years 1973-74 and 1974-75.
5. In order to assist the Associate Dean, an Associate Chairman of Accountancy and a Director of the Business Administration program will

be appointed from the Faculty at Loyola campus for the Loyola campus for the academic years 1973-74 and 1974-75.

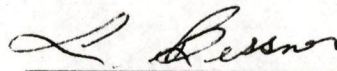
6. It is understood that for the 1973-74 and 1974-75 academic years, the existing faculty at Loyola will be assigned to the Loyola campus and the existing faculty at Sir George will be assigned to the Sir George campus although each Department of the New Faculty will be encouraged to entertain requests from their own members who would prefer to have their assignments changed to the other campus in part or in full. The final decision on such requests will be made in consultation with the Associate Dean and Dean.
7. The enlarged departments of the New Faculty will offer both undergraduate and graduate courses.
8. Students who enter University I in September 1973 will have the right to finish their program within a reasonable time on the campus of their choice.
9. Students will be allowed to take courses, if offered, on either campus subject to availability of space.
10. In the "Model for the New University" the Council of the University Faculty will establish a Committee in 1974-75 to review all the Commerce programs. This Curriculum Committee consisting of equal representation from each campus would actually be appointed during the 1973-74 academic year without prejudicing programs or commitments on either campus because of the earlier date.
11. In 1974-75 a common budget in the Faculty will be established with the intention of standardizing class sizes on both campuses, salaries to faculty, working conditions, etc.

It is the opinion of the Faculty Joint Committee that the agreement reached on the above points, if approved by the appropriate bodies, will automatically facilitate the smooth and functional integration of the two faculties.

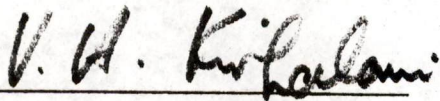
Unanimously endorsed:



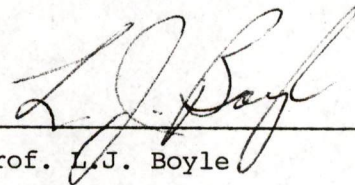
Prof. A. Berczi



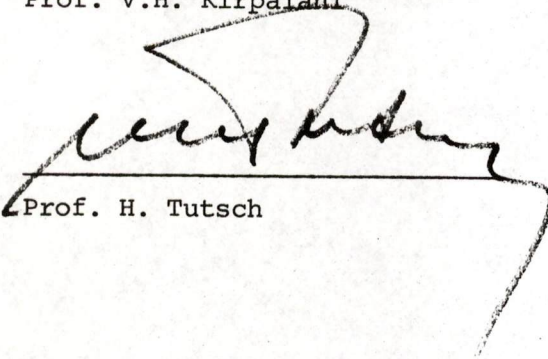
Prof. L. Bessner



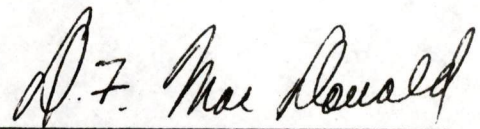
Prof. V.H. Kirpalani



Prof. L.J. Boyle



Prof. H. Tutsch



Prof. D.F. MacDonald

March 26, 1973

March 23, 1973

SIR GEORGE WILLIAMS UNIVERSITY

DEPARTMENT CHAIRMEN

ROLE DESCRIPTION: RESPONSIBILITIES OF DEPARTMENT CHAIRMENFACULTY OF COMMERCE AND ADMINISTRATIONGENERAL DESCRIPTION

In collaboration with his colleagues the Department Chairman seeks to establish and to advance the goals of his department, to coordinate these goals with those of the Faculty as a whole, and to meet the educational needs of the students. Generally, he is responsible for coordinating academic and administrative matters in his department, and in representing his department externally. Specifically, his role will require that he provide leadership in: (a) planning and facilitating departmental activities; (b) improving the quality of the department's academic programme; and (c) forging and maintaining effective relations with the students, the faculty, the university and the community. In his capacity as chairman he is responsible, not only to the Dean of the Faculty, but also to his department. He is a member of the Faculty Council.

APPOINTMENT

The Department Chairman is usually appointed for a term of three years by the Vice-Principal (Academic). The appointment recommendation is made by the Dean of the Faculty with the advice of the duly constituted Advisory Committee. His performance as chairman is subject to review and his appointment is subject to recommendation for recall.

ACADEMIC AND ADMINISTRATIVE RESPONSIBILITIES

The chairman has three broad types of academic and administrative responsibilities herein identified as: parliamentary, consultative and other.

The parliamentary and consultative responsibilities of the chairman are those matters (policies, programmes, procedures, and other decisions of a non-routine nature) which he must place before a duly constituted meeting of the department for deliberation and/or decision, according to (a) standard rules of order; or (b) alternative procedures agreed upon by a majority of department members.

With respect to his parliamentary responsibilities, the chairman's authority to make, implement or recommend decisions is derived from the approval which he must receive for this purpose from colleagues in accordance with the decision-making procedures in effect; he may not act without such approval and he is bound to give effect to any alternate decisions reached by the department. In the event that the department and chairman fail to act with sufficient concert and/or within sufficient time to make, implement or recommend a decision, the Dean of the Faculty shall take such action as he may deem to be in the interest of the department and/or Faculty.

In discharging his consultative responsibilities, the chairman should take into account the views of the members of his department as may be expressed at departmental meetings in open discussion or by formal resolution. In the event that he cannot obtain the support of the majority of the members of his department for the action he has taken or proposes to take, he retains the residual right to proceed without it, but in all such instances he is required to make known to the Dean of the Faculty the rationale for his own position, and also the views of the majority.

The other responsibilities of the chairman are those which are not required to be placed before meetings of the department for deliberation or decision.

None of the above provisions should be interpreted as prohibiting the discretion of the chairman to regard his consultative responsibilities as though they were parliamentary matters, or his other responsibilities as though they were either "consultative" or "parliamentary" matters.

All departmental matters not specifically stipulated hereinafter as a responsibility of the chairman shall be handled as a parliamentary matter and referred to a departmental committee for resolution.

PARLIAMENTARY RESPONSIBILITIES

The Department Chairman is responsible for placing before meetings of the department for deliberation and decision the following matters:

1. Procedures to be followed and the actual recommendations to be made to the Dean of the Faculty with respect to new appointments, re-appointments (and changes in appointments, excluding promotions) of faculty members in the department, both full-time and part-time.
2. Proposals for changes in the curriculum offerings of the department - graduate and undergraduate.
3. Appointments to, and the terms of reference of, sub-committees of the department.

CONSULTATIVE RESPONSIBILITIES

In fulfilling his consultative responsibilities the chairman must place before meetings of the department for deliberation proposals (his and/or others) for:

1. the development and implementation of procedures for making recommendations to the Dean of the Faculty concerning promotions and merit salary adjustments of department members;
2. the determination of the teaching assignments of full-time and part-time faculty members of the department, consistent with faculty interests, competence, and normal teaching loads, and his recommendations to the Dean for the approval of any departure from normal teaching loads;
3. the development and implementation of procedures which assure the equitable allocation of discretionary budgeted funds among the members

of the department;

4. the development and implementation of a calendar of academic and administrative activities for his department, setting out important deadline dates to be met by individual faculty members and by the department as a whole;
5. the development of a list of committee and related assignments to effect an equitable distribution of the workload, consistent insofar as is possible with individual faculty members' interests.

OTHER RESPONSIBILITIES

The Department Chairman's other responsibilities are:

1. General

- (a) He continues to be a teaching member of the department, and may teach a reduced course load if this is approved by the Dean. In this respect he has the same responsibilities as those of a teaching member of the Faculty in relation both to his courses and to the students taught.
- (b) He is expected to provide leadership in acquiring resources and services necessary for the support of research and teaching activities by the faculty members in his department.
- (c) He develops with each member of the department, a mutually acceptable programme of career development.
- (d) He shares with the members of his department such information that may require their attention or consideration and that may be made available to him from his participation at meetings or from other sources.
- (e) He is responsible for calling and chairing the meetings of the department.
- (f) He performs such other tasks as may be assigned to him by the Dean or by the Vice-Principal (Academic), or by the Principal.

2. Student Relations

- (a) He seeks to obtain his colleagues' participation in the development and implementation of procedures for curriculum and course evaluation, in order that continuing consideration be given to the experience of students with the educational programme of the department.
- (b) He encourages and supports the development and maintenance of such student and/or faculty-sponsored co-curricular programmes that may enhance the value of the department's educational programme, and the prestige of the department.

- (c) He meets and consults with individual students (particularly students majoring or honouring in the discipline) and with student representatives on such matters that may be of mutual interest to the students and the department; consequent upon this interaction and when necessary or appropriate, he provides the departmental faculty members concerned with such information that may be of value in effecting improvements in their courses and teaching activities.

3. Intra-Faculty Relations

- (a) He works with the chairmen of other departments and of standing committees of the Faculty in order: (i) to effect the implementation of Faculty-approved policies and procedures; and (ii) to effect such Faculty-approved changes and integration that may be needed in the academic programmes and organization of the Faculty.
- (b) He keeps the Dean, the various chairmen, and the Faculty as a whole informed of plans and developments within the department.

4. University and Community Relations

He attends or otherwise arranges for the representation of his department at appropriate meetings and/or bodies in the university and community with a view to:

- (i) maintaining sensitivity to such developments outside the faculty that may affect the academic programme of his department;
- (ii) influencing such developments insofar as possible in directions that may be constructive for the university, faculty and department;
- (iii) keeping abreast of the learned contributions and developments in his department's discipline;
- (iv) developing and maintaining an effective university and community relations posture for the department and faculty.

SIR GEORGE WILLIAMS UNIVERSITY

FACULTY OF COMMERCE AND ADMINISTRATION

PROCEDURES FOR PERFORMANCE EVALUATIONS FOR SALARY AND
PROMOTIONS DECISIONS

(Report of Task Force to Committee of Chairmen)

1. PURPOSE

This report is intended to provide guidelines and to recommend procedures to ensure a degree of uniformity in performance evaluation of faculty members by their chairmen and of other staff by the Dean. It is not intended to supersede any existing University or Faculty regulations. The task force has interviewed all Department Chairmen, the Dean, Mr. John Hall, Director of Personnel, and has consulted with colleagues in other Faculties of Commerce. The basic underlying concept which guides our consideration is the belief that the faculty member and his chairman must both agree that the process of evaluation is fair, free from bias and is likely to contribute to the development of the faculty member and of his Department, his Faculty and his University.

2. CHARACTERISTICS

A performance evaluation procedure for the Faculty should have the following characteristics:

- i) The faculty member must be made aware of the criteria upon which the evaluation is based at the beginning of the period for which he is being evaluated.
- ii) The relative importance of the various criteria (their weights) should be agreed upon by the faculty member and his chairman subject to any minima adopted by the Faculty. Different weights may be used with different individuals. This agreement on weights must be reached prior to the evaluation period. In the event that agreement is not reached, both the faculty member and his chairman should record their sets of weights and place them in the faculty member's file.
- iii) The faculty member must have the opportunity to discuss his evaluation with his chairman in advance of the evaluation being recommended to any higher level.

3. CRITERIA

The performance evaluation should involve an explicit rating with respect to each of: teaching effectiveness, publication, research, service within the university, professional service outside the university, and scholarship. We feel that the actual weights assigned to the criteria should be a matter for

negotiations, in advance, between the faculty member and his chairman. Their agreement should be recorded and placed on file for use when the evaluation is carried out. The weights assigned to the various criteria should reflect the quantity of the faculty member's effort to be directed in those areas. Our recommendations with regard to weights for the criteria are given below. The factors relevant to each of the criteria should include at least the following:

Teaching - (minimum weight = .30, maximum weight = .60) Teaching should not be interpreted to mean only appearance in the classroom, but should also include being available for consultation with students and colleagues, the preparation of course outlines, selection of textbooks, the preparation of books of readings and problems, as well as keeping current in the field. Consideration should be given to comments by students and colleagues and to formal course evaluations. We strongly recommend that all faculty members avail themselves of the student course/instructor evaluation forms. Innovative teaching should be encouraged.

Publication - (minimum weight = .10, maximum weight = .40) Only scholarly papers in journals with an external refereeing system or textbooks or other scholarly books, should be considered. Papers accepted for publication and (for more junior faculty members) paper submitted for publication may be considered.

Research - (no minimum weight, maximum weight = .25) Activities as evidenced by the obtaining of research grants awarded by the university or by external agencies. Research for a terminal degree should not be considered here.

Internal Service - (minimum weight = .10, maximum weight = .30) Administrative, committee, task force, other responsibilities in the department, faculty or university.

External Service - (minimum weight = .05, maximum weight = .20) Papers and talks presented not covered under publications, service on professional bodies and in professional societies at local and national levels. Service as referee for journals, reviewer, editor, etc.

Scholarship - (no minimum weight, maximum weight = .20) Courses attended, degrees or certificates obtained.

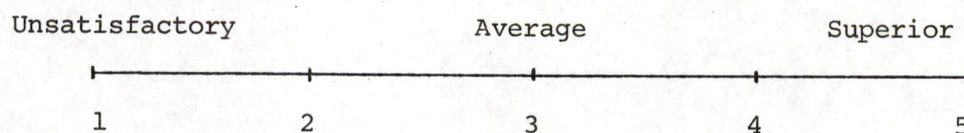
Note: The sum of the weights chosen must equal unity.

4. THE PROCESS

A. Once annually the chairman should meet formally with each faculty member whose performance must be evaluated and he should:

- 1) Discuss the evaluation of the faculty member's performance in the previous period. This discussion should end with the faculty member signing his evaluation, indicating only that he has read and discussed it.

- 2) Each faculty member shall set down in detail his personal goals for the forthcoming period, and at the end of the period his performance in each of the categories listed above will be evaluated on the basis of evidence he submits relevant to the attainment of his goals and on the basis of any other evidence available. This should include input from his peers. We recommend that departments, as a whole, discuss and formulate goals, and that individual faculty members establish goals consistent with the goals of their departments.
- B. Procedures for appeal should be formalized so that the faculty member has reasonable opportunity to present his case at each level of the evaluation procedure.
 - C. The faculty member must be advised of the recommendation made by the Dean, in consultation with the Committee of Chairmen, with respect to the number of merit increments to be awarded to the faculty member. An appeal at this level, as well as an appeal at the departmental level should be heard by an appeal committee consisting of at least one member from each department (excluding the chairman). This appeal committee may submit its recommendation to any higher decision-making body. These appeal procedures shall not, in any way, prejudice the rights of any faculty member to appeal procedures within the university.
 - D. We recommend that a numeric rating scale be used for each criterion and that the final evaluation consist of the weighted total of his scores, together with verbal comments in support of high or low ratings on any of the criteria. A possible scale is:



The position on the scale is intended to indicate quality of performance. We feel that recommendations with respect to salary increments should be consistent with the scores on the evaluations, but that this step in the process should occur above the department level. We feel it is desirable to reduce the interaction between performance evaluation and salary recommendations.

5. THE MECHANISMS

The Faculty should adopt rating scales for the evaluation and should design report forms to increase uniformity across departments. The Faculty should establish procedures to ensure that the intent of the guidelines is adhered to. A performance file should be maintained for each faculty member. This file should be kept by the Department Chairman and the faculty member should have free access to it. It is the responsibility of the faculty member to keep his file current. The evidence in this file should provide the primary basis for any evaluation made.

A. Ashour
E.B. Markland
E.N. West

April 11, 1973

**SIR GEORGE WILLIAMS UNIVERSITY**

MONTREAL 107, CANADA

**COMMERCE AND ADMINISTRATION
CONSULTATIVE COMMITTEE**

Minutes of meeting held February 7th, 1973 at 10:00 a.m.

There were present:

From the business community:

Messrs: Aspinall
Dunnigan
Fisher
McCarthy
Régimbal
Sauvé
Sloan

From the faculty:

Messrs: Berczi
Brink
Finnie
Hackett (Chairman)
Kawaja
Kirpalani
Lane
Mallen
Potter
Tutsch
Elvidge (Students' Assoc.)

There were also present, on invitation, Miss Patricia Pfeifer, Research Assistant to the Faculty and Mr. Michael Sheldon, Assistant to the Principal of the University.

After welcoming members and guests to the Committee's initial meeting, the Chairman called for nominations for two Vice-Chairmen representing, respectively, the "Business" and "Faculty" membership. On nomination by Mr. McCarthy, seconded by Mr. Aspinall, Mr. David Sloan, and on nomination by Dean Berczi, seconded by Professor Finnie, Dr. Bruce Mallen were unanimously elected Vice-Chairmen.

The Chairman briefly outlined the nature of this initial meeting as provision of an "over-view" of the operations of the Faculty. He drew attention, in this context, to the comprehensive data paper which had been prepared by the Research Assistant, in consultation with the Dean, as background to the presentation and discussion to follow.

Using this material as a basis of reference, Dean Berczi then presented a thorough review of the Faculty in all its aspects, dealing with organizational structure, accomplishments, plans and hopes for further development, strengths and weaknesses including the constraints of limitation of funds and facilities. Dr. Mallen followed with a companion presentation dealing particularly with

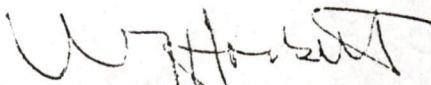
Graduate Studies leading to the MBA degree, an area which is experiencing a very rapid growth rate.

An active and useful discussion then ensued. In the course of discussion, attention focussed on the decline in registration of undergraduate evening students in 1972/73 as contrasted with a stable or slightly increasing registration of day students - a decline consistent with experience of other Faculties in the University. In answer to a question as to remedial action the Assistant to the Principal referred to a program in preparation, with the co-operation of the Department of Marketing of the Faculty of Commerce and Administration, designed to bring the Evening facilities of the University more directly, and effectively, to the attention of business firms and their personnel.

This gave rise to discussion, in broader terms, of the appropriate role of "competition for share of the market" as applied to universities generally. Does it lead to unnecessary and uneconomic duplication of over-all facilities? In reply, a number of points were advanced. It was suggested that accepting, as a basic principle, the right of free choice on the part of the student in the selection of his University, "competition" in the sense of "rivalry" is bound to exist between various educational institutions as a healthy stimulus to all of them in point of striving for academic excellence. (This does not rule out co-operative endeavour in areas where such is, for special reasons, desirable as evidenced by steps well under way with a view to joint offering of a DBA degree by SGWU and HEC). It was also stressed that maintenance of academic excellence requires registration sufficient to make it possible to attract and retain "quality" staff which, in turn, is essential to the attraction of "quality" students. Finally it was noted that in terms of the situation in the Province of Quebec generally, recruiting of students is now being actively pursued in this Province by universities in other parts of Canada and also by universities in the United States.

In the context of ways in which the Committee could develop its own role, it was suggested that a mutually useful area of enquiry would be an exchange of views among "Business" and "Faculty" members, and representatives of the student body on the subject of absorption, by business firms, of B.Com. and MBA graduates. Discussion confirmed that exploration of this matter in depth would indeed serve a useful purpose and the Chairman stated that this would be kept prominently in mind as an agenda item for a future meeting.

The meeting adjourned at 12:30 p.m.



Chairman

WHO'S DOING WHAT?

Prosper M. Bernard, part-time Lecturer in Quantitative Methods Department, presented a paper, "Use of Simulation to Test the Validity and Sensibility of An Analytical Model" to the Winter Simulation Conference in San Francisco, January 19, 1973.

Dr. V. H. Kirpalani's and Dr. Stanley J. Shapiro's article entitled "Financial Dimensions of Marketing Management" has been accepted by the Journal of Marketing. It is expected to be published in the July 1973 issue.

Dr. Bruce Mallen, Chairman, Graduate Studies Committee
Article published in June 1972 issue of Canadian Business, "How Transportation is Purchased in Canada".

Invited, accepted, completed and has submitted chapter on the French Canadian Market published in January 1973 by John Wiley and Sons Canada Ltd., entitled Canadian Marketing: Problems and Prospects, (edited by Prof. D. Leighton and D. Thompson; contributions come from twelve leading Canadian marketing academics).

Article published in the Fall 1972 publication of Business Quarterly, "Just How Big a Role Does Marketing and Distribution Play in the Canadian Economy?"

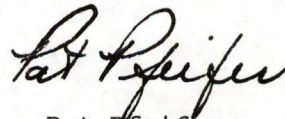
Article published in the Summer 1972 issue of the Canadian Marketer Journal, "The Canadian Marketer - A History".

Appointed judge for "Marketing Personality of the Year Award", sponsored by all (7) of Montreal's marketing and advertising associations.

Appointed a member (one of only two Anglophones) of the 22 man Marketing Committee of La Chambre de Commerce du District de Montréal.

Dr. Georgio Pederzoli, Department of Quantitative Methods, gave a seminar on "Analyse Quantitative de Différentes Alternatives d'Expansion d'un Dock Industriel" at H.E.C. (University of Montreal) in March 1973.

Dr. Eric West, Department of Quantitative Methods, received a NRC Operating Grant for the year, 1972/73 in the amount of \$4,500.


Pat Pfeifer
Editor